



the **ISI** *Story*
IN BRIEF

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ANTHONY TRAWICK BOUSCAREN, Professor of Political Science, LeMoyne College, Syracuse, N. Y. Faculty member, National War College, 1957-58; Recipient of the Christopher Award and the Freedoms Foundation Award; Consultant, American Security Council. Author, *Imperial Communism; Guide to Anti-Communist Action; Soviet Foreign Policy: A Pattern of Persistence*.

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ALBERT M. CAMPBELL, ESQ., Attorney, Indianapolis, Ind. Development Counsel, Wabash College Development Board; Former Trustee, DePauw University; Director, Indianapolis Chamber of Commerce.

FRANK CHODOROV, New York, N. Y. Founder, Intercollegiate Society of Individualists; Associate Editor, *National Review*; Contributing Editor, *Human Events*. Author, *One Is a Crowd: Reflections of an Individualist; The Rise and Fall of Society; Out of Step: The Autobiography of an Individualist*.

M. STANTON EVANS, Editor, *Indianapolis News*. Contributing Editor, *National Review*; Formerly Assistant Editor, *The Freeman*; Managing Editor, *Human Events*, 1956-59; Recipient Freedoms Foundation Awards for editorial writing, 1959, 1960; Recipient National Headliners Club Award, 1960. Author, *Revolt on the Campus; The American Revolution: A Study in Conservatism*; Co-author, *The Committee and Its Critics; What Is Conservatism?*

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Men become free only as they achieve self-government. I take it that a man governs himself to the degree that he acts upon his own judgment. Freedom thus presupposes first that people are capable of judging things for themselves, and second, that they are permitted to do so.

EVERETT DEAN MARTIN

THE Intercollegiate Society of Individualists, Inc.—a non-partisan, non-profit educational organization—deals with ideas. The ISI program, restricted solely to the college campus, is directed to the promotion of good scholarship within the disciplines of economics, sociology, political science, history, literature, and philosophy. Through its publications, seminars, summer schools, clubs, and scholarships, ISI seeks to improve judgment.

It was with this purpose in mind that ISI was founded in 1953 by citizens deeply concerned about the state of education and seeking to restore some meaning to the much-beleaguered term, liberal education.

"To educate for liberty," the motto of ISI, has been and continues to be an index as well to the Society's philosophical orientation.

ISI believes that, historically speaking, liberal education has been designed for the freemen of a state; that a truly liberal education specifically prepares men for freedom. In adhering to this approach, ISI, by encouraging sober, sound scholarship, endeavors to enable students to acquire the norms and values in each of the germane disciplines necessary to arriving at competent judgments in individual and social issues vital to the attainment and continuation of freedom.

ISI holds that in educating for liberty, the purpose of education should be to seek the truth. ISI in accord with this belief seeks to educate the whole man, not focus on one area of knowledge to the exclusion of others.

The ISI program rejects relativism. To the argument that nothing is more certain in modern society than the principle that there are no absolutes, ISI replies, as did the late Gordon Keith Chalmers, president of Kenyon College, that: "It cannot be too often repeated that nothing is more certain in modern society than that the continuance of the republic is based on the quality of the individual and his education as a moral person, and that liberty is based on a belief in an understanding of the moral law."

The ISI program is dedicated to this task. Its efforts, as outlined in the following pages, are a manifestation of that dedication.

PUBLICATIONS

STUDENTS receiving ISI literature, do so because they have specifically requested it by completing and submitting a mailing list card. From time to time a card is enclosed in a mailing. This provides the student on the list with an opportunity to either pass the card on to another student so that he may place his name on the list, or use the card himself to remove his name if he has lost interest. As a result of this policy, ISI's mailing list has grown from about 400 names in 1953 to 20,000 in 1964. The list is not constant. As students graduate, their names are removed from the list, so that available funds may continue to be used in fostering ISI's program. Since 1953, more than 75,000 students and professors have received ISI literature.

- *The Intercollegiate Review*. With the growth of ISI and its burgeoning publications program, several consolidating measures were adopted this year. Late in November ISI will launch *The Intercollegiate Review*, a scholarly monthly which will maintain the quality of scholarship manifested in its previous booklet series and in *The Individualist*. *The Intercollegiate Review* will contain the scholarly monographs once published in booklet format. In the past ISI has published such popular and useful essays as:

The American Revolution: A Study in Conservatism,
By M. Stanton Evans

The Integrity of the Person, By Albert H. Hobbs

Education and the Individual, By Richard M. Weaver

Political Dynamics of a Soviet Satellite, By Richard F. Staar

The Communist Mind, By Gerhart Niemeyer

Academic Freedom: The Principle and the Problems,
By Richard M. Weaver

Standardization without Standards, By Russell Kirk

Resistance or Death? The Perils of Surrender Propaganda,
By Stefan T. Possony

The Present State of Profit Theory: Asset or Liability?
By Louis M. Spadaro

Modern Art as an Expression of Our Times, By Thomas Molnar

*The Private Sector and the Public Sector: Which Is Which
and Why*, By William H. Peterson

Other ISI publications have featured reviews and articles by such noted scholars as Wilhelm Röpke, Ludwig von Mises, George C. S. Benson, Francis G. Wilson and such noted industrialists as Lemuel R. Boulware and Admiral Ben Moreell.

- *ISI Campus Report*. A twelve to sixteen-page roundup of ISI club activities, lectures, and notices of recent books and articles of academic interest.

- *Book Offers*. To widen the scope of the ISI publications program scholarly books are offered to members at considerable discount rates. During 1963 ISI offered *Soviet Foreign Policy: A Pattern of Persistence* by Anthony Trawick Bouscaren and *Economics of the Free Society* by Wilhelm Röpke. The last-mentioned work ISI offered free to more than 4,000 college economics professors; more than 1,700 requested copies; several hundred indicated their intention to use the work as a supplementary textbook and outside reading for their classes. During 1964 ISI offered for \$1 a set *The Liberal Papers*, edited by James Roosevelt, and *The Conservative Papers*, edited by Melvin R. Laird; and *What Is Conservatism?*, edited by Frank S. Meyer, a series of essays especially commissioned by the Society to define conservative and conservatism.

CLUB PROGRAM

"TO EDUCATE for liberty" is the common objective of all associated ISI campus clubs. The essential requirement of every club is that it be *solely* an *educational* group, and that it *refrain from political activism*. Club membership ranges from a dozen to over one hundred students.

The growth in the number of clubs, nearly 80 to date, and the increased size and effectiveness of the educational programs they conduct at their colleges, are due, in large part, to the high caliber of today's student leaders, aided by the ISI field staff, and the experience the Society has gained during the past ten years.

Regional directors work with associated clubs on their on-campus programs of arranging meetings for visiting ISI lecturers or local faculty members. They use ISI publications and tape recordings as the basis of study groups. ISI provides each club with a bookshelf of basic books and supplements this as important new books are published. Club leaders often suggest lecturers for college-sponsored convocation programs, thus helping assure that a better balance of views is presented to the entire college community.

LECTURES AND SEMINARS

SINCE ISI's earliest years, requests for speakers have increased in proportion to the expanding number of associated clubs. The ISI lecture bureau includes more than 100 noted scholars who have lectured at ISI seminars and meetings of associated clubs. They are provided by ISI to lecture on campus only under the auspices of its associated clubs.

Seminars form an important part of ISI's lecture program. Usually hosted by an ISI-associated club, the seminars feature two or three scholars and are devoted to a topic which embraces two or more disciplines. ISI policy on seminars is that the lecturers submit their prepared lectures, complete with bibliographies, thus providing students with study guides and material for additional research.

Within past years scholars such as the following have graced the lecterns under ISI auspices for clubs or seminars.

JAMES D. ATKINSON
Georgetown Univ.

GEORGE C. S. BENSON
Claremont Men's College

ANTHONY T. BOUSCAREN
LeMoyne College

YALE BROZEN
Univ. of Chicago

MARTIN DIAMOND
Claremont Men's College

GOTTFRIED DIETZE
Johns Hopkins Univ.

LEV E. DOBRIANSKY
Georgetown Univ.

MILTON FRIEDMAN
Univ. of Chicago

WILLMOORE KENDALL
Univ. of Dallas

RUSSELL KIRK
C. W. Post College

REGINALD D. LANG
Carleton College

WILLIAM OLIVER MARTIN
Univ. of Rhode Island

WILLIAM M. MCGOVERN
Northwestern Univ.

THOMAS MOLNAR
Brooklyn College

GERHART NIEMEYER
Univ. of Notre Dame

G. WARREN NUTTER
Univ. of Virginia

SYLVESTER PETRO
New York Univ.

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RICHARD F. STAAR
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GEORGE J. STIGLER
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STEPHEN J. TONSOR
Univ. of Michigan

ELISEO VIVAS
Northwestern Univ.

GARRY WILLS
Johns Hopkins Univ.

FRANCIS G. WILSON
Univ. of Illinois

SUMMER SCHOOLS

FOR the past four years ISI has held summer schools. Students attending the one-week sessions were selected from hundreds of applicants. The schools are devoted to intensive instruction in the disciplines of history, literature, economics, philosophy, sociology, political science, and occasionally in public speaking and debate.

In 1964 ISI sponsored summer sessions at C. W. Post College, Lake Forest College, and St. Mary's College of California.

Thirty-two students at C. W. Post attended lectures by James W. Wiggins, Thomas Molnar, William Howell, Hans F. Sennholz, and William Oliver Martin.

At Lake Forest 34 heard lectures by Eliseo Vivas, Reginald D. Lang, Jerzy Hauptmann, C. Clyde Jones, and Philip M. Crane.

Lecturing to 30 at St. Mary's were William S. Stokes, Stefan T. Possony, Ronald McArthur, Roger A. Freeman, Virgil Salera, and Leo Paul de Alvarez.

WEAVER FELLOWSHIPS

THE newest development in ISI's program "to educate for liberty" is the Richard M. Weaver Fellowship Awards Program. The program named after the late professor of English at the University of Chicago and ISI Trustee, was initiated early in 1964.

Each year ISI will offer ten Weaver Fellowships to exceptional students for graduate study in economics and related disciplines. The Fellowships consist of a \$1,500 grant and tuition.

The awards committee is composed of the following scholars:

WILLIAM H. PETERSON
U. S. Steel Corp.

LOUIS M. SPADARO
Fordham University

YALE BROZEN
University of Chicago

REV. STANLEY PARRY, C.S.C.
University of Notre Dame

A student who applies for a Fellowship grant must adhere to the following requirements.

- He must be a graduate student (or intend to pursue graduate work) in economics and related disciplines, with the purpose of teaching in his chosen discipline.
- He must submit an application consisting of biographical data, character references, and statement of reasons why he wishes to receive a Weaver Fellowship. He must submit along with this application recommendations from professors and a transcript of grades as an undergraduate or graduate student.

COMMENTS FROM THE CAMPUS

DURING the past year ISI has received from professors and college students the following comments on ISI literature and its program.

Were it within my competence to praise ISI and all its works, I should most heartily like to do so. It is *the* institution that, in my opinion, is making the best and most significant contribution to making known what is worth fighting for.

PROFESSOR ROBERT L. CUNNINGHAM
University of San Francisco
San Francisco, Calif.

Though I am of the "liberal" persuasion, my students want the other side, and your publications provide a necessary antidote. It is difficult to find responsible articles such as yours.

GEORGE U. WARREN
Faculty Member
Loomis School
Windsor, Conn.

Your publications provide me with invaluable reference material for my classes in economics.

O'NEILL KANE
Instructor
Rollins College
Winter Park, Fla.

Your organization and work are most pertinent and vital to our times.

EARL M. MAYNARD
Librarian
Brigham Young University
Provo, Utah

As a teacher on political science I have been able to make good use of this information. Thank you for including me among your subscribers.

FRANCIS M. PERKINS
Bedford High School
Bedford, Ind.

Your booklets are very helpful in my courses in economics and business . . . In fact, all your literature is very useful in debates and discussions.

DAVID TERRY, III
Texas A & M University
College Station, Texas

The variety and high intellectual level of the submitted articles makes *The Individualist* my favorite.

MARK GREGSON
Pasadena City College
Pasadena, Calif.

[*The Poet as Conservative*]. As usual, Mr. Kirk is in his best form. As an English major, I appreciated this essay especially.

FRANCES FARRELL
St. John's University
Jamaica, N. Y.

As usual, the material is of excellent quality, and high interest! Other than this, however, I have found ISI material extremely helpful to my university studies, as here, in the field of economics, it gives me an increased understanding—and, more, it has pushed me ahead of my contemporaries.

PAUL COLE BEACH, JR.
George Washington University
Washington, D. C.

Modern Art as an Expression of Our Times [by Thomas Molnar] is useful in its dissection of the causes that lie behind the theory of much modern art, offering positive approaches to critical analysis of art forms and products.

BRO. GERMAIN FADDOUL, C.S.C.
St. Edward's University
Austin, Texas

John P. McCarthy's "Reflections on Modern Historians" [in the November-December 1963 *Individualist*] is a refreshingly reasonable approach to the use of history.

CHARLES A. LOFGREN
Stanford University
Stanford, Calif.

The Present State of Profit Theory is an interesting view of a controversial question. A well-presented essay which explores an economic question basic to all studies in this field.

BILL L. RICE
Pomona College
Pomona, Calif.

Stimulating reading, fine dissemination of intelligent conservative thought. Keep up the good work.

LOUIS I. BREDVOLD
Professor Emeritus
University of Michigan
Author, *Brave New World of the Enlightenment*.

("Two Views of Galbraith's 'Affluent Society'") and several others I have received have been very helpful ammunition for me to use in my teaching of social science, and to balance so much of what the students get in their reading.

PROFESSOR A. L. MAUSS
Diablo Valley College
Concord, Calif.

(*Resistance or Death?* by Stefan T. Possony) is a clear, learned, powerful dissection of the arguments offered by unilateral disarmers, ban-the-bombers, *et al.* Everyone in the country should read it.

ROBERT MCKAY
Fordham University
Bronx, N. Y.

The quality of *The Individualist* has vastly improved. From my observations of our own campus young conservatives, they could well stand to learn and improve from such examples of sane and intelligent positions, ones which I don't agree with, but can't help respecting. I refer especially to [John P.] McCarthy's piece on modern historians in the November-December issue.

PROFESSOR W. P. MOORE
San Francisco State College
San Francisco, Calif.

Congratulations on the ever-improving quality of your publications. They do greater good than you may ever realize.

JOHN F. LEHMAN, JR.
University of Pennsylvania
Philadelphia, Pa.

Academic Freedom: The Principle and the Problems, by Richard M. Weaver [is] very clear and though-provoking. Certainly Dr. Weaver's exemption of academic freedom from the hands of the students is one for comment. The principle stands a lot clearer and capable of defense now without stumbling into the usual traps.

RUSSELL H. HUEBNER
University of Tennessee
Knoxville, Tenn.

[*Modern Art As an Expression of Our Times* and *The Poet As Conservative*] An excellent choice! . . . I always find it edifying to read men who write calmly and yet with intense belief . . . It's good to see a conservative mind tackle the morass of modern art.

JOSEPH S. PECORELLA
Long Island University
Long Island, N. Y.

I found this booklet [*Modern Art As an Expression of Our Times*] well written and informative and would like to see more on the relation of conservatism to the arts. I intend to pass this on to faculty members.

GAIL DINTER CHIAPETTA
College of Mt. St. Vincent
New York, N. Y.

I have little time to study political philosophy, but greatly appreciate the quality and diversity of your publications. I simply *take* time to read all you send.

DEANNE HOLLINGER
San Diego State College
San Diego, Calif.

TESTIMONIALS FROM ALUMNI

DURING the past ten years many ISI alumni have become distinguished young scholars and gone into positions of responsibility in business and professions. They are indebted to ISI, for what they have acquired in the way of learning is reflected in some of the random samplings of statements.

Students can grow restless against the uniformity of opinion that confronts them. They can protest when they are given Keynesian economics, collectivist political science, and relativist sociology. They can rebel—but they cannot form an alternative. They need something to pose against this orthodoxy. This is what ISI provides. It gives them the material, the literature . . . the speakers . . . ISI has begun to succeed in a scope and dimension which I, as a student at the time the group was formed, could never have imagined possible.

M. STANTON EVANS
Editor, Indianapolis News
Author, *Revolt on the Campus*,
Co-Author, *The Committee and Its Critics, What Is Conservatism?*

ISI has become a nearly indispensable stimulant in American college life, of informed political debate.

GARRY WILLS
Assistant Professor of Classics
Johns Hopkins University
Author, *Chesterton: Man and Mask*,
Politics and Catholic Freedom;
Co-Author, *What Is Conservatism?*

ISI literature opened my eyes not only to an articulate exposition of my fundamental beliefs, but, more importantly, it revealed to me that mine was not a voice in the wilderness; that my views were still shared by more than my immediate family; that there were, in fact, thousands of other Americans deeply absorbed in the study of vital questions and concerns so essential to the preservation of a condition of liberty in the face of the prevailing collectivist "curvature of the mind."

ISI has provided me with at least a ten-year head start as a useful instrument in perpetuating those values and ideals cherished by all who hold liberty to be a positive good. I can think of no organization quite so effective and urgently necessary in precipitating a renaissance of belief in the worth of the free society at the present time than ISI. My debt to ISI can never be repaid; it can only be acknowledged.

PHILIP M. CRANE
Assistant Professor of History
Bradley University
Author, *The Democrat's Dilemma*

ISI continues to be, . . . the one organization devoted solely to imparting the philosophy of freedom to college students . . . I, who am so much indebted to ISI, pray that it continue its catechistic undertaking until the philosophy of freedom prevails over that seductive statist philosophy which has caused so much mischief in our country.

EDWIN McDOWELL
Editorial Writer
Phoenix Arizona Republic
Author, *Barry Goldwater: Portrait of an Arizonan*

ISI is a patient organization, with an eye cast firmly on the horizon. Little by little, its material transmuted me from an anti-liberal to a positive conservative with an alternative way of life to offer the world . . . It was directly through ISI that I acquired whatever polemical ability I now possess.

RICHARD S. WHEELER
Chief Editorial Writer
Oakland Tribune

While an undergraduate student, it was my good fortune to become associated with conservatism through the efforts of ISI. For myself and thousands of others, this association has cultivated numerous and cherished friendships. But more important, it has given substance to our lives and the cause of freedom.

Through ISI, Western civilization's foremost spokesmen for freedom and free enterprise are speaking, in person and in print, in college communities across the nation, and in hundreds of affiliated college clubs, ISI students are being armed for ideological battle with faith, logic and dedication.

ROBERT H. MILLER
Commodity Specialist and Economic Analyst on Latin America
Chase Manhattan Bank

It is difficult, perhaps, to judge the importance of ISI's work without recalling the bad old days of the early 1950's and applying to them the reverse of Talleyrand's comment on the *ancien regime*: One who never knew them cannot imagine how rough things were . . . For the creation of today's solid movement to student conservatism . . . we have, I believe, to thank ISI above all others.

J. D. FUTCH
Assistant Professor of History
Washington and Lee University

Being interested in economics, I learned to apply the principles of conservative philosophy to the field of economic thought. ISI helped me see that the only true foundation for any economic reasoning must be one's belief in God.

GEORGE W. TRIVOLI
Assistant Professor of Economics
Penn College

Since ISI did not exist until after I was graduated from college, I had to stumble, through my undergraduate days, muttering under my breath that I still believed in God, limited government, and private property, regardless of how many faculty members insisted that "there are no absolutes," that "states' rights and national sovereignty have always been fictions," that "we will never be free as long as the institution of greedy private wealth corrupts us." With the faculty assuring my colleges that the best way to be an individual was to attack the free institutions of their fathers, the prevailing intellectual climate made it difficult for me to locate other students who felt the same as I. My only regret about ISI is that it was not founded earlier. My great hope, though, is that it was not founded too late.

ALBERT F. GILLMAN, III
Instructor in Mathematics
Bowdoin College

Thanks to the informative generosity of ISI I was led to see truly that "things just don't happen." Events are the dynamic projections of ideas that give shape to action. It was refreshing to me then, at the beginning of my college career, to know of lucid thinkers who insisted on individual responsibility. Where much of sophistry was deluded by deterministic and materialistic theory, the contributors of ISI were persistent reminders of human responsibility that is actual from constant spiritual truth. ISI literature convinced me that every person's proper condition of freedom is available only by every person's just devotion to discoverable truth. . . . This is a shadowy day for those Americans who cannot venerate government, but who do have a passion for just law. Now is the time when the ideas that built American civilization and made this Republic and land of liberty must assert their value before atheistic materialism and secular humanism. If this is done effectively, the beneficiaries of this triumph, the next generation of Americans and the present generation of those who prize inalienable rights, will have every reason for giving thanks for the winning faith of ISI.

REV. GARY YATES CANION
St. Paul's Protestant Episcopal Church
Houston, Texas

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BRIGADIER GENERAL BONNER FELLERS, U. S. Army (Ret.), Washington, D. C. National Director, Citizens Foreign Aid Committee; National Director, For America; Vice Chairman and Recording Secretary, Americans for Constitutional Action.

CHARLES H. HOEFLICH, President, Union National Bank and Trust Co., Souderton, Pa. President, Financial Public Relations Association; Formerly Vice President, Philadelphia National Bank; Director, Menonite Foundation; Member of Board of Overseers, Goshen College; Secretary and Trustee, Penn Foundation for Mental Health; Director, Southeastern Pennsylvania Economic Development Corp.

THOMAS MOLNAR, Professor of French and World Literature, Brooklyn College, Brooklyn, N. Y. New York Correspondent, *La Nation Française*; Contributing Editor, *National Review*. Author, *Bernanos, His Political Thought and Prophecy*; *The Future of Education*; *The Decline of the Intellectual*; *The Two Faces of American Foreign Policy*; *Modern Art as an Expression of Our Times*. Contributed to *Modern Age*, *Worldview*, *University Bookman*, *Catholic World*, *Commonweal*.

ADMIRAL BEN MOREELL, Civil Engineer Corps, U. S. Navy (Ret.), Pittsburgh, Pa. Director, Jones and Laughlin Steel Corp.; Chairman, Americans for Constitutional Action; Chief of Civil Engineers, USN, 1937-1945; Organizer of Navy's SeaBees, 1941; Chairman of the Board, Jones and Laughlin Steel Corp., 1947-1958 and President, 1947-1952; Chairman, Task Force on Water Resources and Power, Second Hoover Commission, 1953-1955. Author, *Our Nation's Water Resources—Policies and Politics*.

PETER O'DONNELL, JR., Investments, Dallas, Texas. Trustee, University of South, American Enterprise Institute for Public Policy Research; Chairman, Republican Party of Texas.

JOHN G. PEW, JR., Vice President in Charge of Public Relations, Sun Shipbuilding and Drydock Co., Chester, Pa. Vice President and Trustee, Pennsylvania Military College; Past President, Delaware County Manufacturers Association; Member, Executive Committee, Delaware County United Fund; Formerly Secretary-Treasurer, Radnor Township Civic Council; "Man of the Year" Chester (Pa.) Businessmen's Association, 1963. (Deceased)

HANS F. SENNHOLZ, Chairman, Economics Department, Grove City College, Grove City, Pa. Member, Mont Pelerin Society; Author, *How Can Europe Survive?*; Co-author, *On Freedom and Free Enterprise*; Translator, *Capital and Interest* by Eugen von Böhm-Bawerk. Contributor to *The Freeman*, *Human Events*, *Christian Economics*.

RICHARD F. STAAR, Professor of Political Science, Emory University, Atlanta, Ga. Chester W. Nimitz Professor of Social and Political Philosophy, U. S. Naval War College, 1963-64; Intelligence Officer, C. I. A., 1949-1950; Intelligence research specialist on U.S.S.R. and Eastern Europe, U. S. Department of State; Chief, Program Analysis Section, Office of the European Director, Radio Free Europe in Munich, 1958-59. Author, *Political Dynamics of a Soviet Satellite; Poland, 1944-1962: The Sovietization of a Captive People*.

WILLIAM S. STOKES, Senior Professor of Comparative Political Institutions, Claremont Men's College and Claremont Graduate School, Claremont, Calif. Faculty Member, National War College, 1962-63. Formerly Professor of Political Science, University of Wisconsin; Formerly Chairman of the Latin American Affairs Committee of the American Political Science Association; has conducted research in all the Latin American countries. Author, *Honduras: An Area Study in Government*; *Latin American Politics*. Co-author, *The New Argument in Economics: The Public versus the Private Sector*.

JAMES W. WIGGINS, Associate Dean and Professor of Sociology, Converse College, Spartanburg, S. C. Former Chairman of the Department of Sociology and Anthropology, Emory University; Member, International Congress of Gerontology, Gerontological Society. Co-editor and Co-author, *Foreign Aid Re-Examined*; *Scientism and Values*; *Relativism and the Study of Man*; *Psychiatry and Responsibility*; *The New Argument in Economics: The Public Versus the Private Sector*.

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A teacher affects eternity; he can never tell where his influence stops.

HENRY ADAMS